

**STATE PLAN****SCSEP STRATEGY PLAN FOR PY 2008-2011****Section 1. Purpose of the State Plan.**

This State Plan focuses on Title V of the Older Americans Act (OAA), which is the Senior Community Service Employment Program (SCSEP). The Plan is written in accordance with U.S. DOL Training and Employment Guidance Letter (TEGL) Number 16-07, dated December 31, 2007. The State Plan's purpose is to describe the statewide provision of authorized activities for eligible individuals under SCSEP. In applicable sections, the Plan describes current operations and longer term strategies, including workforce development, to be implemented over the next four years. The goal is to continuously improve the services offered to the Program's targeted population. The Plan is a living document that will be adjusted over the years to guide the ongoing operations and strategies of SCSEP in Delaware.

SCSEP creates subsidized work experience opportunities and provides job skills training and supportive services for Delaware's older workers. Enrollment in SCSEP is open to job seekers, ages 55 and older, with family incomes at 125% or less of the poverty levels as established by the U.S. Department of Health and Human Services.

With eventual unsubsidized employment as a goal, the Program provides subsidized work experience at host training sites; and, guidance and training through subgrantee (contractor) counseling, workshops, and course agreements. The Program contributes to vital community service activities by assigning productive trainees; and, that work experience helps the participants become more competitive for employment.

The State of Delaware receives OAA funding for the Senior Community Service Employment Program through an annual grant with the U.S. Department of Labor. Delaware Health and Social Services/Division of Services for Aging and Adults with Physical Disabilities is the Grantee and the administrator of the statewide program. The Division is the State Unit on Aging and the only Area Agency on Aging in Delaware.

The Division is one of the Workforce Investment Act (WIA) partners in the State's One-Stop Career Center system. The One-Stop Career Centers are located in all three counties; and, resources and information are shared between the Centers and SCSEP to provide effective services for Delaware's older workers. This collaboration is described throughout the Plan. Also, future coordination will increasingly emphasize workforce development in view of demographic, economic and job market changes.

**Section 2. Involvement of Organizations and Individuals.**

The following process is used to ensure that appropriate people and agencies are part of the State Plan's development. Specifically, the final draft plan is sent to

individuals from the program-eligible population; and, to managers from diverse government, business and community service organizations. Their advice and recommendations are requested before the Division solicits public comments. The Grantee identifies statewide contacts and the Subgrantees identify individuals throughout their project areas. The invitations to review and comment on the draft State Plan are administered by the Grantee. Per U.S. DOL guidance, the electronic mail or hard copy invitation letters that are sent to the individuals are attached at Section 11, Appendix C.

### **Section 3. Solicitation and Collection of Public Comments.**

The State Plan will be revised in response to the advice and recommendations received during the review process as described in Section 2 above. These revisions should be completed no later than 60 days before the Plan is due at U.S. DOL. Then, two weeks will be used to transition the State Plan onto the Division's web site at [www.dhss.delaware.gov/dsaapd](http://www.dhss.delaware.gov/dsaapd). The State Plan will then be made available for public review on the web site for about 30 days, with all public comments to be received no later than 15 days before the Plan is due at U.S. DOL. Also, Public Notices will be placed in newspapers that will achieve statewide coverage. The Notices will announce that the State Plan is available for review and comment. Any individual or organization may comment on the State Plan. The Grantee will receive and consider all public comments; and, they will be included in the Plan at Section 11, Appendix B. The remaining 15 days before the due date will be used to approve, sign and mail the document to U.S. DOL.

### **Section 4. Basic Distribution of SCSEP Positions within the State.**

#### **a. Location of Positions.**

Delaware has one SCSEP Grantee; and, three Subgrantees who each serve a county. The distribution of authorizations is based on the Equitable Distribution Report (EDR), which identifies each county's percentage of the state's program-eligible population. The EDR is at Section 11, Appendix A of the Plan. Delaware had 258 authorizations in PY07, which is equal to the PY 2006 level. There are 217 modified slots in PY07, which is an increase of 11 modified slots from PY06. Modified slots are the number of funded positions after considering the State's higher minimum wage.

County	PY07 Authorized Positions	PY07 Modified Positions
New Castle County (NCC includes the City of Wilmington)	<b>131</b>	<b>110</b>
Kent County	<b>45</b>	<b>38</b>
Sussex County	<b>82</b>	<b>69</b>
Total	<b>258</b>	<b>217</b>

If there are changes in the EDR, the Division (e.g. the Grantee) will redistribute the authorizations among the three (3) counties based on EDR information . . . increasing positions where needed and decreasing authorizations in over-served counties. Current participants will not be impacted by any changes in position re-allocation.

Four Year Strategy:

PY 2008: Adjust position allocations based on current Equitable Distribution Report.  
 PY 2009 through PY 2011: continue to adjust position allocations in response to changes in the geographic distribution of the program-eligible population.

**b. Rural and Urban Populations.**

When observing Delaware's three counties from North to South, they can be described as being mostly Urban in New Castle County; a mix of Urban and Rural areas in Kent County; and, predominately Rural in Sussex County.

The three counties are served equitably by using the current Equitable Distribution ratios listed below to allocate authorizations among the counties:

<b>Counties and Equitable Distributions</b>	
New Castle County:	50.81%
Kent County:	17.54%
Sussex County:	31.66%
Total:	100.00%

A significant challenge is to arrange training assignments and jobs for participants who have transportation barriers. Specifically, public transportation resources are not fully developed in Kent and Sussex counties - Delaware's most rural counties. Currently, public bus service operates primarily in New Castle County, with only limited service available in Kent County. In Sussex County, the subgrantee strives to establish relationships with host training sites that are in close proximity to the homes of participants. Carpooling is also used when several trainees are placed at host sites or unsubsidized employment locations within close proximity.

Four Year Strategy:

PY 2008: Identify and monitor appropriate transportation efforts in each county.  
 PY 2009: Track progress and advocate for additional public transportation.  
 PY 2010: Research distribution of program-eligible individuals within each county.  
 PY 2011: Manage position allocations within each county according to distribution.

### **c. Specific Population Groups.**

The Senior Community Service Employment Program affords priority for service to eligible individuals who meet one or more of the following criteria listed in the Older Americans Act, Section 518(b):

- Are aged 65 years or older; or,
- Have a disability;
- Have limited English proficiency or low literacy skills;
- Reside in a rural area;
- Are veterans or their spouses who meet the requirements of the Jobs for Veterans Act;
- Have low employment prospects;
- Have failed to find employment after utilizing services provided under Title I of the Workforce Investment Act; or
- Are homeless or at risk for homelessness.

Additional priorities are identified in the Older Americans Act, Section 503(a):

- Eligible individuals with the “greatest economic need”, which means the need resulting from an income level at or below the poverty guidelines established by the Federal Government;
- Eligible individuals who are minority individuals; and,
- Eligible individuals who are individuals with “greatest social need”, which means the need caused by non-economic factors. These factors include: physical and mental disabilities; language barriers; and, cultural, social, or geographical isolation -- including isolation caused by racial or ethnic status -- that restricts the ability of an individual to perform normal daily tasks, or threatens the capacity of the individual to live independently.

The Program’s current assumption is that the distribution of priority individuals follows the general distribution of all program-eligible individuals across the state. The distribution of program-eligible individuals is identified in the Equitable Distribution Report at Section 11, Appendix A of this Plan (e.g. 51% in New Castle County; 17% in Kent County; and, 32% in Sussex County). Over the next four years, new partnerships will be developed to identify or accomplish demographic research that further defines the distribution of priority individuals within each of the three counties and across the state.

### *Recruitment and Selection Techniques*

Delaware’s Title V program aggressively recruits and selects individuals based on the priorities established by the Older Americans Act in an effort to ensure that specific

populations receive SCSEP services. The following table shows the percentage of total PY07 SCSEP enrollment who are priority individuals – for each county and statewide - through the first three quarters of Program Year 2007 (e.g. through March 31, 2008):

	New Castle Cnty	Kent County	Sussex County	Statewide
65 and older	29 %	42 %	29 %	32 %
Disability	23 %	35 %	42 %	31 %
Limited English	1 %	5 %	3 %	2 %
Reside in Rural	0 %	5 %	100 %	37 %
Vets or Spouses	25 %	22 %	26 %	25 %
Low Employ. Prospects	3 %	45 %	78 %	36 %
Not Employed after WIA svcs.	0 %	0 %	5 %	2 %
Homeless or risk	17 %	5 %	8 %	11 %
Greatest Economic Need	85 %	82 %	67 %	78 %
Minority Individuals	82 %	58 %	46 %	66 %
Greatest Social Need (estimated as % disabled + % limited Eng.)	24 %	40 %	45 %	33 %

A diverse group of recruitment practices are being used to target priority individuals, as well as other program-eligible Delawareans. One important practice is to maintain a close liaison with the Department of Labor's One-Stop Career Service Centers, including their veteran representatives and disabilities program navigators. One or more Title V participants are assigned to each One Stop to receive marketable office work experience; to assist older job seekers; to exchange SCSEP and One-Stop program information; and, to refer potential SCSEP applicants to the program managers.

Additional recruitment efforts include the use of: (1) written articles in local newspapers and senior publications; (2) booths at career expos, job fairs and senior center events; (3) slide show presentations to local church and community organizations; (4) public service announcements on radio and TV; (5) directory listings; (6) placement of brochures and posters in Social Security Offices, Post Offices, banks, grocery stores, libraries, shopping centers, social service agencies, senior centers and other public places which older persons frequent; and, 7) referrals made by participants and other people and agencies that support and advocate the Senior Community Service Employment Program. The various recruitment activities will focus on the priority population, when possible.

#### Four Year Strategy:

PY 2008: continue to target priority individuals; and, to add training sites that can accommodate individuals with significant barriers to employment.

PY 2009: research detailed demographics on the distribution of priority individuals.  
PY 2010: develop an approach to target priority individuals based on the distribution.  
PY 2011: continue to adjust recruitment and selection techniques to support priorities.

## **Section 5. Supporting Employment Opportunities for Participants.**

### *A. High growth industries/occupations and substantial employment opportunities for SCSEP participants:*

The 10 industries with the largest rate of growth from 2004-2014 are projected to be:

Health Care and Social Assistance; Arts, Entertainment and Recreation; Other Services; Accommodation and Food Services; Educational services; Administrative Support and Waste Management; Government; Management of Companies and Enterprises; Professional, Scientific, and Technical Services; and, Construction.

The 10 occupations with the most annual openings from 2004-2014 are projected to be:

Retail salespersons; Cashiers; Waiters and Waitresses; Office Clerks; Registered Nurses; Customer Service Representatives; Food Preparation and Serving Workers; Janitors and Cleaners; General and Operations Managers; and, Cafeteria Counter Attendants.

*(Reference: Delaware 2014, Occupation & Industry Projections, Office of Occupational & Labor Market Information, Delaware Department of Labor, April 2007)*

### Substantial employment opportunities for SCSEP participants:

SCSEP has been successful in placing most of its participants in unsubsidized employment with community service agencies -- especially with host training sites -- and in other service-oriented industries. The most prevalent occupations for SCSEP participants include jobs in maintenance and custodial work; office clerks and receptionists; van drivers; child care workers; senior center program assistants; retail sales associates; housekeeping; food service; and, customer service. The program has also been successful in placing trainees in local banks as data entry clerks.

Many potential employers are looking for full time employees willing to work nights and week-ends. However, the typical SCSEP participant usually accepts only part time employment with day time hours during the normal work week. Therefore, the program mostly targets community service organizations and small businesses, since these employers have more of the types of jobs that SCSEP participants are seeking.

### *B. Employment histories and skills of program-eligible individuals:*

SCSEP participants normally require program services because of minimal or no marketable work experience; or, due to being away from the work force for an extended period of time. Other participants do have some recent marketable work experience, but may need to redirect their career paths to accommodate health limitations. Most

participants need job search assistance; supportive services; skills training (such as computer training); and, work experiences that can foster the self-esteem and confidence needed to compete for and secure unsubsidized employment. Also, participants can benefit from work experience and training opportunities that stimulate them cognitively; and, educational programs that promote brain fitness.

The majority of program applicants come to SCSEP with basic work skills and are not looking for jobs in highly technical areas. Generally, they are looking to prepare for part time jobs involving basic clerical, receptionist, maintenance/custodial, kitchen, child care, and, adult day program duties. Only a small percentage of participants have indicated the personal goal of pursuing a career ladder. Many applicants, and particularly those given priority, have health issues that impact their job skills, such as preventing them from standing or sitting for long periods of time; from lifting; and, from handling high volume/stressful situations. In addition, many program-eligible individuals depend on public transportation, which is not currently available in all areas of the state. A lack of transportation can limit access to job opportunities even after work skills are acquired.

*C. Developing community service training assignments that meet participant and employer needs:*

Host training sites are recruited and chosen for their diversity and their willingness to train program participants in the skills they need to meet their work goals (such as computer experience for an office trainee) and to land the jobs they prefer (such as an Office Clerk position – possibly at the same organization). Most preferred jobs can be found at community service agencies and in all private sector industries (such as for clerical work). Education, job history, skills, interests, transportation needs, and job goals are all considered when participants are assigned to their host training sites.

SCSEP participants are receiving training and work experience in many job skill areas, such as: clerical and receptionist work; customer service; kitchen/food service; janitorial, maintenance and housekeeping; security; retail sales (in senior center gift shops...); adult day programs; and, as older worker specialists. The program is always looking for agencies that provide the greatest community service, good training opportunities and future hiring potential. Also, as training assignments become vacant at proven host training sites -- due to job placements, rotations, or terminations -- the Program makes every effort to assign new trainees to those host agencies. However, SCSEP managers routinely maintain waiting lists for host training sites, as well as for program-eligible applicants.

Participants are primarily assigned to non-profit community service agencies, day care centers, schools, medical clinics, senior centers, nutrition programs, housing offices, government offices, and to other non-profit agencies for job/skills training. All assignments contribute to community service.

Four Year Strategy:

PY2008: Monitor local job trends and identify existing opportunities for employment.

PY2009: Strengthen coordination with One-Stops to respond to changes in job trends.

PY2010: Continue to improve analysis of assignments to align them with job trends.

PY2011: Continue to align services with job opportunities, required skills and interests.

In addition, the program will continue to establish relationships with new businesses as they locate and expand their operations in Delaware and the region in order to expand job opportunities. Grantee and subgrantee program managers will continue to strengthen the relationship between training and jobs for all SCSEP participants.

**Section 6. Increasing Participant Placement in Unsubsidized Employment and Employer Outreach.**

Delaware's Senior Community Service Employment Program continues to emphasize actions that prepare participants for the successful transition to unsubsidized employment. A significant portion of that effort goes towards strengthening working relationships with the organizations that hire SCSEP participants and in establishing new partnerships with potential employers. The Program's goals and strategies include:

*A. Engaging and developing partnerships with employers:*

Partner with the One-Stop Career Centers to monitor information on job openings and trends that will help identify current and future regional job opportunities. Maintain working relationships with the One-Stop Centers, including their Disability Program Navigators and Veteran Representatives. Continue to assign Program participants as Older Worker Specialists at the One-Stop Centers to facilitate a cross flow of information. Pursue WIA funded-training for SCSEP's full time job seekers.

Use the Internet to access various job search sites to identify job opportunities for SCSEP participants. Develop job leads in the public and private sectors. Collect background information and identify present and future job opportunities offered in the regional economy. Develop job leads in the public and private sectors by advertising, attending job fairs, responding to ads on the internet and in local newspapers, contacting employers (in person, by telephone, and by letter), offering the On-the-Job Experience (OJE) training option, speaking at local business meetings, and asking employers with jobs that are suitable for SCSEP participants to speak at workshops. Press releases will be made to the local newspapers, publications, and TV and radio stations explaining the purpose of SCSEP in an effort to build interest. The Program focuses on all areas of the state. However, many participants cannot - or prefer not to - have long commutes to and from work; so, all attempts will be made to identify and develop local job opportunities.



Routinely visit host training sites and encourage them to hire their assigned SCSEP participants when funding becomes available. Discuss with host sites the value of hiring their trained participants. Have each training site sign a Letter of Agreement that clearly describes the temporary nature of training assignments and emphasizes the site's responsibility for hiring participants when openings occur for which they qualify. A significant portion of the Program's unsubsidized placements occur when community service training sites hire SCSEP participants that are trained in assignments with them.

Contact employers via letters, phone calls and/or personal visits to explain the Program and to offer placement services. In return, the employer will be asked to identify employment opportunities (especially those with career ladders suitable for Program participants); benefit packages; job descriptions; and, if the employer is interested in working with SCSEP. The employer will also be asked to fax/email any suitable job openings as they become available. Participants will then be matched to the employer's needs. Periodic follow-ups with employers will be made to maintain professional relationships and to identify new job openings. Also, the Program will maintain contact with employers who have hired participants in the past to promote goodwill and future job prospects.

*B. Identifying employment opportunities with established career ladders:*

Many employers have career ladders for various occupations. However, the majority of SCSEP participants do not initially convey an interest in pursuing a career. In reality, most participants seek work experiences for other benefits, such as physical and mental activity; social interaction; the opportunity to contribute to the community; and, the need for income. Many seniors apply for SCSEP services due to past career choices or situations (such as health and family issues) that have resulted in insufficient income for retirement; the need for income to raise grandchildren; or, a change in marital status (such as being divorced or widowed).

Employer demand for SCSEP participants who are interested in pursuing a structured career ladder has not been widely evident. However, the Program has transitioned some participants into unsubsidized employment that has led to promotions – such as kitchen specialists being promoted to kitchen managers. The Program will continue its efforts to identify jobs that are of interest to SCSEP participants and that show an opportunity for advancement.

*C. Placing individuals in high growth industries and occupations or other opportunities:*

In an effort to identify current and future job opportunities, the Program will continue to partner with the One-Stop Centers. Information will be tracked regarding the fastest growing industries and all occupations and businesses that offer appropriate job opportunities for SCSEP participants. In addition, SCSEP participants training as Older Worker Specialists will continue to be assigned at the One-Stop Centers to assist older job seekers; and, to cross flow job market and training information with One-Stop Center personnel and SCSEP managers.

Also, expanding partnerships will help the Program identify new businesses coming into the local area. For example, SCSEP will monitor developments in the BRAC/Chesapeake Science & Security Corridor project. The planned relocation of resources to nearby Aberdeen Proving Grounds is expected to have a significant impact on labor force needs in the region.

Because SCSEP participants do not normally seek jobs in high growth industries and occupations that would require relocation or an extended commute, the Program has primarily been successful by focusing on the local, community job markets. However, high growth industries and occupations with a presence in the local, community job markets will be identified and developed as potential employers of SCSEP participants.

*D. Offering retention activities once participants enter the workforce:*

After each SCSEP participant has been transitioned to his or her unsubsidized job, follow ups will be accomplished with the successful person and his or her new supervisor to facilitate long term employment. To foster good job retention, special emphasis is placed on sending qualified and suitable participants to each particular job interview.

Follow up activities that are required by Program regulations, as well as more informal contacts, increase the probability that an employer will turn to SCSEP when additional jobs become available.

*E. Increasing performance and training for entry into unsubsidized employment:*

The SCSEP program strives for continuous improvement. Quality, appropriate training is a key ingredient for successful performance and will continue to be emphasized. The following training activities are ongoing and will become even more effective during the next four years.

Host training sites will be encouraged to make formal in-service and on-the-job training available for their assigned SCSEP participants. The intent is not only to increase effectiveness in the current assignment, but also to further prepare participants for unsubsidized employment.

Training will be consistent with each Participant's assessment and Individual Employment Plan. Computer training will continue to be emphasized and is provided by the subgrantees and by training agencies under agreement with the subgrantees. Free training offered through local libraries and non profit agencies are also sought out and used. The program will continue to provide intensive Job Readiness (Job Club) training. In addition, the Program plans to continue using the On-The-Job Experience (OJE) training option, which is available to qualified employers to encourage them to hire job-ready participants.

Workshops are provided to the subgrantees which cover different aspects of the job-seeking process and topics relating to health, consumer information, transportation, social security and retirement security. Workshops include speakers from community service organizations, government agencies, and the local business community. The Delaware Money School will also be used as a source of valuable training. In addition, mini-workshops are arranged for specific industries, such as home health care.

Participants seeking full time employment who would improve their potential for transition into unsubsidized employment with skills training will be encouraged to attend programs offered through the Workforce Investment Act's One-Stop Career Centers. Additional resources offered through the One-Stops are made available to SCSEP participants, when appropriate, including the Disability Program Navigators and the Registered Apprenticeship Program. Participants who need additional help to transition to unsubsidized employment will be provided a copy of the Monthly Events Calendar from the One-Stop Centers and will attend class offerings such as Resume Writing, Interviewing Skills, and Starting a Job Search. Also, appropriate referrals will be made to the Veteran representatives (such as for free Upward Bound computer classes that are currently available to veterans); and, to Vocational Rehabilitation.

*F. Ensuring the State's best effort towards meeting negotiated performance measures.*

The Grantee and subgrantees monitor and adjust activities to meet the negotiated goals and to ensure compliance with the Older Americans Act and Program regulations.

For example, the Grantee conducts assessment visits each grant year to review the fiscal and program management practices of the subgrantees. On-site assessment visits provide a first hand review of a sample of participant documents (e.g. assessments, individual employment plans, evaluations, timesheets, recertifications...). Also, several host training sites are visited each year; and, interviews are conducted with a sample of current participants and their supervisors to obtain their feedback. As part of the assessment visits, the subgrantees complete and submit self-assessment questionnaires for review. The Grantee will write a formal report for each assessment visit, including any corrective actions that are needed.

All required corrective action plans will have a "due by" date listed in the assessment report. Any follow up actions will be documented until the corrections have been completed. Also, the implementation of the corrective action plans will be reviewed as needed and during subsequent assessment visits.

In addition, the Grantee reviews monthly financial and program reports that are submitted by the Subgrantees to monitor operational activities. These monthly reviews are accomplished to ensure that expenditures of Federal dollars are appropriate and that progress is being made towards meeting performance measures.

The Grantee will develop and analyze monthly budget status reports – based on the subgrantees' monthly financial reports - to compare cumulative expenditures with program budgets. Also, the Grantee will provide each subgrantee with a summary letter of the monthly budget status report, including the status of the subgrantee's expenditures

and any areas of concern and/or needed corrective actions. Additional financial training will be provided by the Grantee and/or US DOL, as needed.

In addition, the Grantee will accomplish an annual data validation of program information that is entered into the U.S. DOL national database by the Subgrantees. This validation will help ensure that performance reports based on the data are accurate.

#### Four Year Strategy:

PY 2008: Develop partnerships with local employers and emphasize retention activities.

PY 2009: Work with the One-Stops and the Economic Development Office to identify and track local growth industries and jobs -- including those with suitable career ladders.

PY 2010: Increase training that is appropriate for participants and job skills in demand.

PY 2011: Continually adjust actions and management emphasis to meet Program goals.

### **Section 7. Community Service Needs.**

The work of collecting, monitoring, and analyzing community service needs is an ongoing process. Currently, SCSEP's service to the community is based primarily on the social and economic needs of the participants entering the program; the demand for service within the community, as determined by outreach efforts; and, through meetings with current and potential non-profit host training sites. Also, the acceptance of a host training site is based on the agency's ability and willingness to ensure a safe work environment; and, to provide the supervision and training necessary to develop the job skills of its assigned SCSEP participants.

Identification of new training site candidates is accomplished through community outreach efforts to determine where the greatest needs for services exist. The program's focus is on the social and economic needs - and job skill requirements - of new participants; the needs of current trainees who require assignment changes; and, on the demand for services within the community. The SCSEP subgrantees initiate and maintain contact with area non-profit agencies providing diverse services, such as adult day programs, child day care, food services, recreational facilities, health care, and social services. Public service announcements and articles to attract potential host training sites are also used. Efforts in this area also include coordination with the One-Stop Career Centers to identify community service needs and training sites.

The SCSEP Program currently focuses on community service needs being supported through the state's network of senior centers, state service centers, housing agencies, shelters, child care facilities, and DOL One-Stop Career Centers. Efforts are ongoing to expand the reach of the program throughout the State. For example, there is an ongoing effort to recruit additional community service training sites and participants in southern New Castle County to accommodate that area's rapid population growth.

Four Year Strategy:

PY 2008: Expand outreach and research efforts to delineate unmet community service needs within each subgrantee's program area (e.g. within each county).

PY 2009: Develop a timeline for identifying and recruiting appropriate host training sites to meet unmet community service needs.

PY 2010: Identify and recruit training sites that satisfy unmet community service needs.

PY 2011: Continue expanding and defining methods for identifying unmet community service needs and for recruiting new host training sites to meet those needs.

**Section 8. Coordination with Other Programs, Initiatives and Entities.**Coordination with Title I, Workforce Investment Act (WIA) activities:

Delaware's Senior Community Service Employment Program (SCSEP) will continue to collaborate with the WIA activities, including the One-Stop Career Centers and the Delaware Workforce Investment Board (DWIB). Program participants who are training as Older Worker Specialists at the four One-Stop Career Centers will continue to provide guidance on how to access job information, write resumes, and access other services that may be available to help secure employment. Also, valuable information is shared with the One-Stop Career Centers, such as eligibility requirements and priorities; available jobs and open training assignments, and workshop information.

SCSEP managers visit the One-Stop Career Centers on a frequent basis to discuss and review the progress of the partnership and to learn about any new programs, workshops or training that may be available to Program participants. Also, SCSEP marketing materials, such as brochures and posters (including bilingual materials) are placed at the Centers and updated and replenished during visits. In addition, the subgrantees work closely with the Disability Program Navigators assigned to the One-Stop Centers to secure services for appropriate Program applicants and participants.

Access to intensive and training services will continue to be considered with the above collaborative actions. However, One-Stop Center training funds are used primarily for Delawareans seeking full time work; and, most SCSEP participants are interested in part time employment. As partners under the WIA, a Memorandum of Understanding for the Program has been established with the Delaware Workforce Investment Board.

Collaboration with other activities:

The Program coordinates with other Older Americans Act programs, such as nutrition and adult day programs. These partnerships have led to the establishment of good training assignments that provide much needed services to older Delawareans.

To provide training and supportive services that help increase employability, the Program collaborates and leverages resources with senior centers, host training sites, educational organizations, veteran representatives, vocational rehabilitation activities, and

social service agencies. For example, the Program works with training providers such as Easter Seals, Goodwill, libraries and various colleges and technical schools; and, with transportation, medical and housing offices. The Program also coordinates with employers to increase retention levels and to expand employment opportunities for SCSEP Participants.

#### Four Year Strategy:

PY 2008: Expand cross flow of information with One-Stops regarding jobs and training.

PY 2009: Update the Memorandum of Understanding with the Delaware Workforce Investment Board after the Workforce Investment Act is reauthorized.

PY 2010: Strengthen existing relationships with other programs, initiatives and entities.

PY 2011: Continually pursue and establish new market and training partnerships, such as with the Workforce Innovation in Regional Economic Development (WIRED) Initiative.

### **Section 9. Avoidance of Disruptions in Service.**

Program management ensures that current SCSEP participants are not adversely impacted when new census data requires a redistribution of authorizations among the three counties. Authorized positions held by current participants will not be redistributed until vacancies occur due to placements, retirements, relocations, durational limits, and other reasons for termination from the Program. Any redistribution of authorizations will be made in response to an approved Equitable Distribution Report.

### **Section 10. Improvement of SCSEP Services.**

Delaware's Senior Community Service Employment Program has been successful over the past 33 years in providing work experience, supportive services and job search assistance to Older Workers; and, in assigning productive trainees to community service agencies. The Program has helped Older Delawareans become marketable and to re-enter the workforce - while providing employers with trained, job-ready individuals.

The organizational structure of the Program has been a constant: one Grantee and three competitively selected subgrantees – one for each county. There are no plans to change this structure. However, due to ever increasing grant and program requirements, the Program has addressed - and will continue to review - staffing and space issues. For example, more funding has been budgeted recently to increase Job Developer staffing.

Another area that will receive increased emphasis is Staff Training. Significant changes to the Program during this decade have placed greater emphasis on performance measures; and, greater priority on enrolling those program-eligible individuals who are least marketable and who have the most barriers to employment. SCSEP personnel will need to continually increase expertise and knowledge to meet performance expectations; to effectively assist the targeted population in achieving long term employment; and, to maximize the Program's contributions to community service. Such areas of expertise

include job development; outreach and recruitment of partnerships, participants, training sites, and employers; counseling, case management and case note writing; participant files maintenance; and, market research and statistical analysis. Greater knowledge of the targeted population, such as the disabled, is also needed to better serve the participants.

One recommendation is for U.S. DOL to place greater emphasis on arranging training that directly applies to effective SCSEP operations at the subgrantee level. Another recommendation is for U.S. DOL to increase nationwide outreach so that employers become more aware of SCSEP and its job-ready participants.

#### Four Year Strategy:

PY 2008: Expand training opportunities for Program staff at the subgrantee level.

PY 2009: Evaluate staffing and office space requirements and consider adjustments.

PY 2010: Expand outreach throughout the state to promote the program to employers.

PY 2011: Continuously adjust SCSEP operations to meet new Program guidance.

### **Section 11. Appendices** *(to be added to the Final Report)*

**A. Equitable Distribution Report.**

**B. Public Comments.**

**C. Invitations to participate in the development of the State Plan.**